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**Police Human Resource Policy in the Lodz region
as a determinant of knowledge and organization's
effective operation**

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**Police Human Resource Policy in the Lodz region
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Abstract

Human capital is the driving force of an organization that has a significant impact on its development and effective operation. The success of the organization depends to a great extent on its social potential. Successful recruitment ensures that the best employees ensure high quality work, which respectively translates into organizational development and competitiveness (Oleksyn 2010, pp. 34-36). The development of the organization is based on knowledge acquisition, skills and raising qualifications by its members.

The aim of the paper is to analyze the conditionings related to the management of the police organizational units, which influence the appropriate recruitment of police officers for particular positions. The publication also attempts to investigate the importance of appropriate recruitment for the effectiveness of actions taken by police officers. The article presents issues exemplifying the analysis of human resource management in the field of human resource policy playing an important role in Police.

The empirical part of the article was based on an analysis of the subject literature and police internal materials, but also on the basis of participant observation and expert interview. The paper presents an analysis of the recruitment process of police officers for vacant posts in Police units of the Lodz Region, introduced by the Human Resource Policy Concept.

Although the Police was established to protect citizens' security and public order, its development and effective functioning are needed to further serve society. In order to do this, it is indispensable to recruit and employ proper and competent workers. Therefore, the recruitment and selection process is so significant.

Introduction

All public organizations should make permanent changes to adapt to changing external conditions and maintain a high level of service delivery.

When evaluating the functioning of public organizations, the quality of service as the fulfillment of social expectations should be taken into account. Polish police is undoubtedly a monopoly organization providing internal security services. Commercial companies are merely a complement to it. Despite this, the police have been improving their efforts to create a positive image among the citizens, as this has a significant impact on the confidence of the public (Łuczak, 2013, p. 372).

The development of the organization is based on knowledge acquisition, skills and raising qualifications by its members. One can see how important the role of choosing the right candidate is and what the consequences are. Taking into account economic changes and the rapid development of civilization, there is, however, a need for a continuous analysis of the changing economic situation, which involves carrying out research aimed at showing current problems related to the essence of the above mentioned process.

The aim of the paper is to analyze the conditionings related to the management of the police organizational units, which influence the appropriate recruitment of police officers for particular positions. Through gaining the right people, one can better stabilize, grow, and retain staff to achieve measurable results in the future. The paper presents an analysis of the recruitment process of police officers for vacant posts in police units of the Lodz Region, introduced by the Human Resource Policy Concept.

Although the Police was established to protect citizens' security and public order, its development and effective functioning are needed to further serve society. In order to do this, it is indispensable to recruit and employ proper and competent workers. Therefore, the recruitment and selection process is so significant. Appointing a policeman with the right knowledge, competence and skills to a specific position, has positive implications, as well for the officer themselves as for the police and its positive image in the eyes of the public.

Research Methodology

The article presents issues which exemplify the analysis of human resource management in the field of human resource policy playing an important role in Police. The purpose of the study is to analyze the conditionings related to the management of the police organizational units, which affect the proper recruitment and selection of police officers for particular positions. The publication also attempts to investigate the importance of appropriate recruitment for the effectiveness of actions taken

by police officers. The paper depicts an examination of the recruitment process of police officers for vacant posts in police units of the Lodz Region, introduced by the Human Resource Policy Concept.

Secondary and primary qualitative methods were used to examine the research problem. The research methodology in this publication consisted in analyzing the contents of the subject literature and police internal materials. The conclusions could be also drawn on the basis of participant observation. The document analysis focused primarily on investigating the information contained in the Personnel Policy Concept for Police Officers in the Lodz garrison. Some legacies placed in the acts of law as regards the police organization were also used. These documents could include provisions on the conditions to be met in order for the recruitment and selection process to be carried out correctly and in accordance with all applicable and appropriate requirements.

At a later stage of the study expert interviews were conducted with people in the recruitment committee to deepen knowledge and supplement information on internal recruitment for the vacant post in police. Interviews conducted with those responsible for the recruitment process on the assessment of factors considered in the selection process have also allowed to gather detailed data. The information collected during the interviews made drawing conclusions possible. During the talks the number of employees and the organizational structure of police units were determined.

Human Resource Development In Organizational Progress

Over the years, as a result of organization's adjustment to changes, including public bodies, one can say that its workforce possessing specific competences are peculiar talents for the given organization or may affect its development (Hansen, 2007, pp. 12-13). Trust has been/ is acknowledged as a valuable managerial source within organizations. It fosters and increases voluntary compliance with organizational norms and rules, as well as enhances individual and organization's performance (Cho & Poister, 2013, p. 816). Having the capability of creating distinctive skills (generating knowledge, creating and implementing innovations, providing appropriate organizational actions, responding to changes within the organization and its environment) means the ability to develop (Bileczyński, 2014, p. 261). The effectiveness of human resource policy is determined by the value of human capital measured by the suitability for an organization in the context of gaining competitive advantage or eliminating threats. An important thing is also human capital's uniqueness bearing in mind specific skills of individuals who have huge knowledge based on their

own experience, skills, value system and intuition (Leptak, Snell, 1999, pp. 31-48).

Qualitative changes aiming at improvement of organizational performance refer to its development that can be perceived as a process of -upgrading the quality of human resources (Machado, 2016, p. 77). In the theory of human resource management, various concepts and theories of career development of an individual are discussed. But the ability to manage an organization effectively and ethically is inseparably related to managerial competence, that is manager's proficiency and qualifications (Oleksyn, 2010, p. 21). Managers play an increasingly key role in organizational career development systems (Crawshaw & Game, 2015, p. 1182). Management practice has helped to identify managers' models: courageous (identifying themselves with the organization, ambitious, driving at the future shape of the organization), defiant (wanting changes, that is those who put the blame on management's incompetence for the current state and strive for removing the 'wrongdoers'), unhappy (unambitious, dissatisfied with the way an organization functions, but they do not intend to take any actions), conformists (accepting the current situation in the organization, therefore they do not want any changes) (Horstein, 1986, pp. 16-21). The change in the environment of nonprofit organizations has accentuated the need for managers to understand the relationship between strategy, HRM and organizational effectiveness (Akingbola, 2013, p. 479)

Recruitment and selection as a process determining organization's effective operation

Recruitment aims at attracting the most suitable people for the given position and therefore, it is an extremely important process in the human resource management system. Determining the right methods of recruiting candidates is significant for further recruitment and selection processes. Having known all virtues and drawbacks of the various methods and types of recruitment, employers can decide which method should be used. This choice depends on many factors; on the situation the organization is in, on the effort it intends to put in seeking appropriate candidates, on the hierarchical rung, or the funds the organization intends to allocate for this purpose. Such knowledge allows to better understand the essence and importance of the recruitment process and its impact on the overall functioning of the organization.

Recruitment methods can be divided into two groups. The external methods include: press releases, television and radio commercials, Internet,

offices, employment and recruitment agencies, recommendations, schools, universities, and the organization's database. On the other hand, the internal methods of obtaining candidates for work comprise: reserve staff, advertisements, internal contests, list of successors, and internal recommendations. Internal recruitment procedure refers to the formerly recruited employees who are appointed to a different position within the same organization – it is so-called internal transfer. This method is applied while recruiting applicants. The result of the above described internal labor market is so-called the domino effect through the creation of another vacant post, after the employee leaves the previously occupied position. It is worth stressing that such a situation can have a positive impact on the development of human resources, as there is a great chance for employees to continue their further development.

The recruitment process aims to find a group of people, among whom the best candidate for the given vacant post will be chosen. Each organization must fill labor shortages. Filling available vacancies, an organization should seek employees that are ready and able to satisfy their needs and meet their expectations. Therefore, it is necessary to analyze the usefulness of potential candidates. The essence of selection (selection) is choosing a new employee out of all candidates available. This action leads to the selection of an applicant with the skills and qualifications that meet all requirements specified in the requirements profile (Golnau & Kalinowski, Litwin, 2008, pp. 145-146). Choosing the selection method one should take into account not only a candidate's inclination to adapt to the current requirements of the post, but also their ability to conform to the anticipated direction those requirements might follow. In the context of frequent changes in the organizational environment, which entails employees' greater flexibility, this second type of adaptability can be particularly important for organizations.

Vacancy appointment procedure in Police of the Lodz province

In order for the Police to come first among the institutions with the highest social trust, the main attention should be focused on the management in particular police units. Managerial staff should continually develop their skills and permanently strive for improving the management process of units and human resources in police. In the light of constant changes and the need for permanent development of the organization, elaborating on a vacancy appointment procedure in police structures is absolutely indispensable. This procedure should contain the elements and criteria desired by superior to be performed by the police officer applying

for the position. The above procedure is implemented in accordance with strictly defined stages, which are included in the Human Resource Policy Concept On Police Officers in the Lodz garrison. The policy came into effect in September 2016.

In compliance with the Human Resource Policy Concept, the recruitment process starts with formulating a vacant situation advertisement. It is the first and meaningful step which determines further selection process. Bearing in mind the appointment procedure, the manager of a given organizational unit should analyze all human resources in terms of internal transfer. All people taken into consideration, should be subjected to transparent and clear recruitment procedure. Each police officer ought to be notified of internal selection and when it starts. This stage is usually treated like an advertisement. If there are no suitable candidates or they are not selected, the manager should put forward a motion to their superior to announce internal selection in other organizational units. If the recruitment procedure collapses this time, the superior can search for the applicants in various units of the Lodz garrison, which a provincial police chief in Lodz should be notified of.

The person announcing the selection appoints a committee conducting preliminary proceedings. The committee verifies candidates' qualifications in line with the above mentioned Decree and disciplinary punishability, on the basis of information gained from the Human Resource Department where an applicant remains in service. The candidates who do not meet requirements are rejected at this stage. The committee reports to the candidates' superiors who respectively publicize the results. In this process the effectiveness of tasks performed by the police officer and their impact on the performance of the whole organizational unit are vital. Vocational trainings or information about criminal, penal-administrative and disciplinary proceedings are also taken into account. On the basis of all information gathered, the committee draws up a ranking list. Afterwards, an applicant gets through an interview during which the following components are taken into consideration: self-presentation, professional knowledge, availability and motivation. When the qualification procedure is completed, the committee creates a report in which they recommend an applicant for a vacant post. People that were positively verified during the qualification procedure belong to back-up staff for similar posts.

The analysis of recruitment and selection process in police organizational units in the Lodz province allowed for in-depth examination of the issue. All information and recommendations are clearly defined in the Human Resource Policy Concept. Owing to this, recruitment and

selection process is implemented thoughtfully and effectively. The whole process, starting with thorough planning of human capital needs, through job advertisement and final provisions, is carried out according to applicable regulations. People being in charge of the selection process always know a candidate's profile for a vacant post and get acquainted with a job description form. Selecting applicants they act in accordance with particular stages and precisely scrutinize each candidature. Awareness and knowledge of methods and techniques of gaining police officers for vacant posts facilitates selection of the proper candidate, neither wasting time not incurring unnecessary expenses related to the improper employee selection.

Summary

The mentioned and applied research instruments allowed to achieve the formerly defined research goal and investigate the research problem. Recruitment and selection process, which takes place in the Lodz police, and various factors affecting the proper choice of a candidate were scrutinized. Owing to the research method, these processes could be depicted and illustrated from a practical point of view. According to the study, one can conclude that managerial staff working in police are aware that the properly conducted selection process is crucial. This can be confirmed by the Provincial Police Headquarters in Lodz.

The issue covered in the publication certainly contributes to theory and practice. The analysis of research results shows that according to the management theory there are many factors meaningful to the human resource management. The conducted studies acknowledged the importance of proper employee selection as it vastly influences effective operation of the whole institution - police. These studies can serve an introduction to further explorations of recruitment and selection process in police organizational units regarding the effectiveness of the Human Resource Policy implementation or application of this procedure in other voivodeships. The local influence of the investigation, that is on the territory of only one province, may cause some limitations and unnecessary generalization of conclusions (Stone, Rosopa, 2017, p. 1). However, bearing in mind the organizational or hierarchical specificity of this institution and the same tasks police officers perform across the country, the results gained can be translated to other organizational units of Provincial Police Headquarters.

The police implies more and more management tools and techniques. The superiors are aware that their actions should be based on management theory (Łuczak, Stroińska, 2016, p. 202). The discussed example unfolds

that an attentively prepared and a thoughtfully planned selection process vastly facilitates police officers' occupational development, gaining knowledge or promotion. Thus, police as an organization is subjected to continuous progression and development, and consequently completes tasks that civil servants are assigned to.

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